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ESG-D-003

26 September 1974

NOTE TO: Dr. Jenne

SUBJECT: NIO Meeting re FOCUS

1. We should bring to the meeting the following:
  - a copy of your Letter of Instruction.
  - your Perspectives paper (they have all seen it).
  - several copies of ESG FOCUS proposal.
  - copies for everyone of the FOCUS schedule.
2. The NIO's will want to know what we propose on what they are supposed to do about it. I suggest you divide your 20 to 30 minute presentation into two parts:
  - (a) the history of the project (and especially Mr. Colby's expectations, as expressed in your LOI); and
  - (b) an outline of techniques and procedures.
3. You know the history better than I. Regarding techniques and procedures, we hope the NIO's will work with us and will organize and chair half-day seminars of interagency analysts to discuss the strengths and weaknesses of State, CIA, and DOD reporters located in selected countries. One, but only one, purpose of the exercise is to provide much of the material needed to draft a letter from Mr. Colby to chiefs of mission. As you know, we are committed to have completed six or seven FOCUS B assessments by March 1975.
4. The scenario for FOCUS B assessments should be something like the following:
  - NIO's (or their assistants) choose country targets from our FOCUS B schedule or explain alternative choices. (We would explain to the NIO's that our FOCUS B suggestions are organized by geographic areas, the countries listed in order of "importance"--as we saw it.)

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- Dates would be selected for the seminars.  
(Hopefully, the first couple of seminars would be scheduled for the month of October.)
- Appropriate interagency experts (analysts) on reporting on or from the country target would be invited to attend the seminar.
- The seminar participants (presumably limited to no more than 15 people) would be sent a letter explaining to them what is involved and would consider the problem prior to attending the meeting. Each participating analyst would be asked to think about the relative strengths and weaknesses of State, CIA, and DOD reporting regarding: (a) Key Intelligence Questions related to the country target; and, (b) other topics of interest to him given his production responsibilities.
- We would hope that the NIO or his assistant would personally chair the discussion. The discussion could be organized in various ways. One approach would be to identify a series of topics to be discussed, and then talk about all human source reporting regarding each topic, considered in turn. A second approach would be to consider each human source collector separately, dealing with his reporting contribution regarding all topics of interest to the participating analysts.
- A summary of the seminar discussion will be drafted, either by the NIO or by his designate (e.g., the OCI or OPR participant . . .). The draft would be circulated to the discussion participants for comments and suggestions. When the NIO is satisfied with the memorandum, it would be passed officially to the HSC.
- A mechanism of the HSC would consider the implications of the strengths and weaknesses of reporting identified in the assessment, and would make suggestions for improving the situation.

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- Working with the NIO's and with the IC Staff, as appropriate, the HSC Secretariat would then draft a letter for Mr. Colby to send to the appropriate Ambassador. The NIO-approved seminar report would be one attachment to the letter as it is forwarded to Mr. Colby. As appropriate, other attachments might include commentaries on how collection/reporting problems might be alleviated and CIRIS and other data regarding the resource implications of the field collectors being considered.

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